

SAN DIEGO
WORKFORCE
PARTNERSHIP®

Maximizing Opportunities

ANNUAL REPORT
2015-2016



Q&A

WITH OUR CEO & OUR CHAIRS

“We are now leading and supporting efforts to provide more opportunities to individuals, as well as our entire region.”

What are you most proud of the past year?

Our work is increasingly connecting and leveraging broader regional systems and partners. From new initiatives in the corrections system to growing partnerships with the [County of San Diego](#) and the broad impact of [CONNECT2Careers \(C2C\)](#), we are now leading and supporting efforts to provide more opportunities to individuals, as well as our entire region.

What are we most looking forward to this upcoming year?

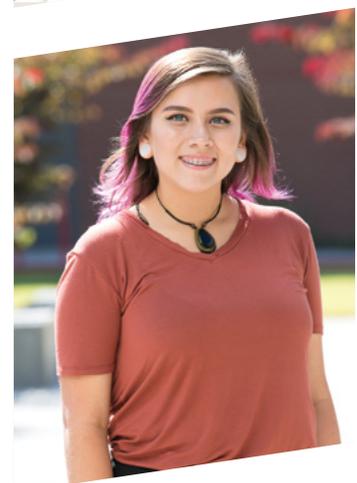
We are focusing on three Ps — people, partners and pathways.

PEOPLE: We are recognized as a national leader in designing innovative and measurable programs and processes with our customers at the center. We will continue to invest in this customer-centered design approach. This will mean changes in how our customers interact with our programs and systems as we place an expanded emphasis on the experience of the employers and job seekers that we serve.

PARTNERS: We are well into drafting our local and regional plan to help chart our vision for the next four years. We are working with key partners on the future of regional business services, labor market studies, our America's Job Center of California locations, innovative new program financing models such as "pay-for-performance" and much more.

PATHWAYS: There are 53,000+ young adults (ages 16–24) in our region who are neither in school nor working. We need to find more effective solutions for these "opportunity youth." We are expanding our efforts to find meaningful ways to re-engage our young adults and put them on a positive pathway. By integrating the C2C program with our other funded partners, continuing to improve our nationally recognized C2C work-readiness and jobs portal, releasing our first-ever opportunity youth study, and convening a summit to discuss ways we can best serve these young adults, we will continue to build the system and partnerships needed to connect them to education, employment and a positive future.

We look forward to partnering with you to build our workforce and to provide opportunities for all.



Peter Callstrom

PETER CALLSTROM
PRESIDENT & CEO
SAN DIEGO WORKFORCE PARTNERSHIP



Dave Roberts

DAVE ROBERTS
SAN DIEGO COUNTY SUPERVISOR,
DISTRICT 3
CHAIR, [CONSORTIUM POLICY BOARD](#)



Marlene Taylor

MARLENE TAYLOR
PRESIDENT, TAYLOR TRIM & SUPPLY
CHAIR, [WORKFORCE DEVELOPMENT BOARD](#)

THANK YOU

TO OUR LOCAL AND NATIONAL PARTNERS WHO HELPED MAKE OUR WORK POSSIBLE IN 2015-2016:

Abt Associates, Inc.

AMN Healthcare

Bank of America

City of San Diego

County of San Diego

Education Development Center, Inc.

Employment Development Department

Grossmont-Cuyamaca Community College District

Jerome's Furniture

JPMorgan Chase & Co.

Kaiser Permanente

Manpower Staffing/San Diego

Pacific Center for Workforce Innovation

Qualcomm

Richard Heath and Associates

San Diego and Imperial Counties Community Colleges Association

San Diego Community College District

San Diego Gas & Electric

San Diego Imperial Counties Labor Council, AFL-CIO

The San Diego Foundation

U.S. Department of Health and Human Services

U.S. Department of Labor

United Way of San Diego County

University of California, San Diego

YMCA of San Diego County



Critical to our success is collaborating with community partners to provide comprehensive workforce services throughout San Diego County. We are honored to work with these partners.

2015-2016 FUNDED PARTNERS:

- Access
- The Arc of San Diego
- BIOCOM
- California Manufacturing Technology Consulting
- Corporation for Supportive Housing
- Escondido Education COMPACT
- Grossmont-Cuyamaca Community College District
- Grossmont Union High School District
- The Hearing Experience
- International Rescue Committee
- Kitchens for Good
- KRA Corporation
- Manpower Staffing/San Diego
- MDRC
- North County Interfaith Community Services
- North County Lifeline
- Quality Controlled Manufacturing Inc.
- ResCare Workforce Services
- San Diego County Office of Education, Momentum Learning Schools (formerly Juvenile Court & Community Schools, or JCCS)
- San Diego Futures Foundation
- San Diego Second Chance
- South Bay Community Services
- The Workplace
- Turning the Hearts Center
- Urban League of San Diego County
- YMCA of San Diego County

CAMP
PENDLETON

OCEANSIDE

ENCINITAS

LA JOLLA

CORONADO

ESCONDIDO

POWAY

SANTEE

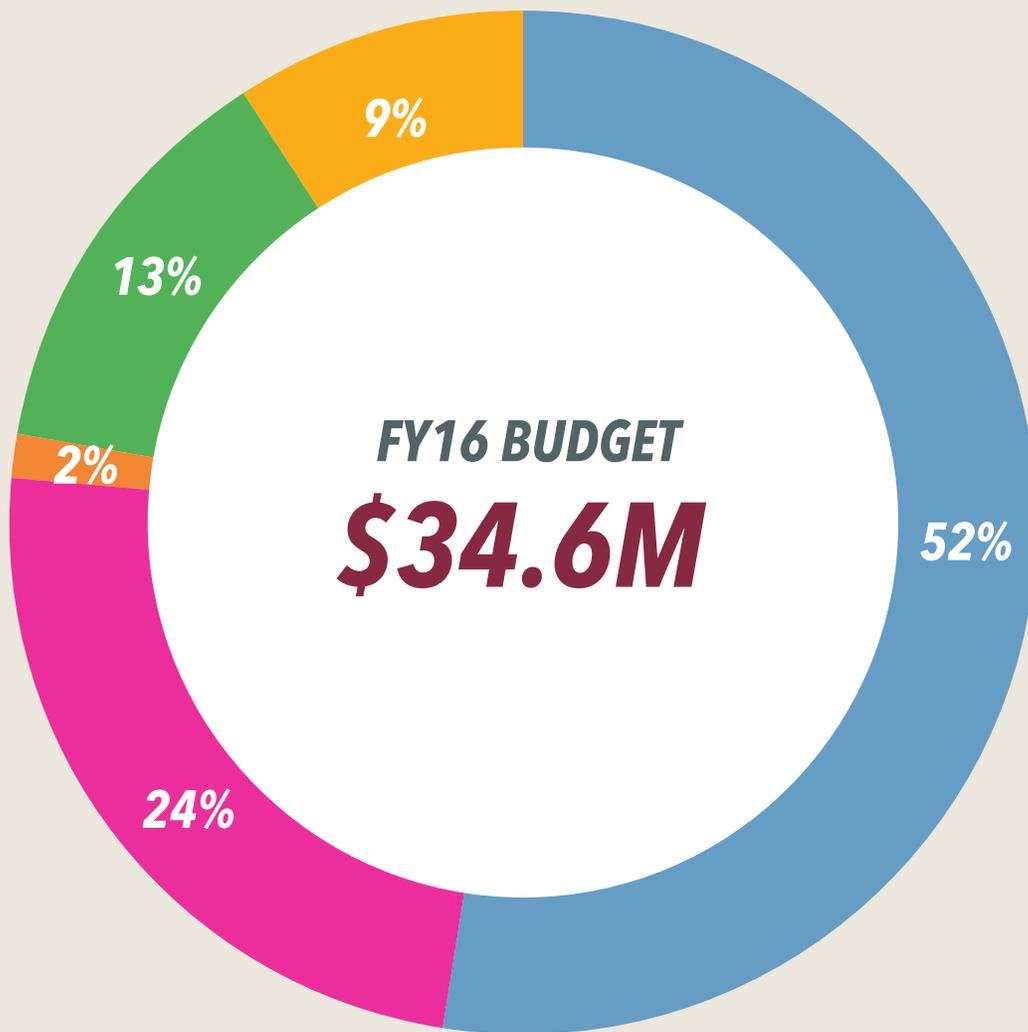
EL CAJON

SAN DIEGO

CHULA VISTA

America's **JobCenter** of California™
Funded Partner





- Adult Programs: **\$18.1M**
- Direct Program Support: **\$4.6M**
- Young Adult Programs: **\$8.3M**
- Central Operations: **\$3.1M**
- Business Services: **\$0.5M**

BUDGET

We are the local Workforce Development Board, designated by the City and County of San Diego and governed by a community-led, business-majority board.

It is our mission to empower job seekers to meet the current and future workforce needs of employers in San Diego County. We accomplish this by researching labor market trends and aligning businesses, educators, labor organizations, public agencies and community-based organizations to deliver and invest funding in programs that provide comprehensive job seeker and employer services.



CONNECTING PEOPLE TO WORK

Work brings with it the universal feelings of hope, self-determination, self-respect, social connections, responsibility and personal empowerment — tools that are critical to stability. A good job enables us to take care of ourselves and our loved ones.

JOB CENTERS:

Our 15 [America's Job Center of California \(AJCC\)](#) locations across San Diego County helped thousands of job seekers with myriad training, job search assistance, job placement and other resources at no cost to them.



ADULT PROGRAM OUTCOMES



SERVICES
RECEIVED
164,716



COMPLETED
TRAINING
1,629



VISITS TO AJCC
LOCATIONS
159,018



AVERAGE WAGE¹
\$18.55/hr



JOB
PLACEMENTS
2,446

¹Based on jobs placements through our AJCC network



“Look for all possible resources. Have faith and commit. Seek those with more information than you; they are there to help.”

— Daniel Martinez, career center client

CREATING OPPORTUNITY FOR EVERY YOUNG PERSON

More than 53,000 young adults between the ages of 16 and 24 in San Diego County are not working or in school.

Our young adult programs focus on reconnecting these opportunity youth to education and employment. Our system helps match each young person's strengths, interests and values with the talent needs of San Diego County's fastest growing sectors, promoting both income mobility and economic prosperity in our region.

Working closely with the County and [City of San Diego](#), funded partners, school districts, businesses, advocates, service providers, public agencies and other stakeholders, we are connecting programs

to build an employment system that reduces the number of opportunity youth in San Diego County through prevention and reconnection.

Our system serves thousands of young people in San Diego County through our WIOA² -funded providers, [CONNECT2Careers \(C2C\)](#), the [Life Sciences Summer Institute \(LSSI\)](#) and Price Scholars, preparing them for career pathways and educational opportunities through work-readiness training, paid work experience, educational training programs and ongoing support.

² Workforce Innovation and Opportunity Act, signed into law by President Barack Obama on July 22, 2014, is designed to help job seekers access employment, education, training and support services to succeed in the labor market and to match employers with the skilled workers they need to compete in the global economy. It is the first legislative reform of this kind in 15 years.

YOUNG ADULT PROGRAM OUTCOMES³



SERVED
4,255



TRAINED
3,710



EDUCATION
PLACEMENTS
(INCL. CERTIFICATE/
CREDENTIALS)
1,447



JOB & INTERNSHIP
PLACEMENTS
1,611

³Number served, trained and for job & internship placements are from WIOA providers, [C2C](#), [LSSI](#) and [Price Scholars](#). Education placements are from WIOA providers.



FROM ALWAYS APPLYING TO ADVOCATING

When Alicia Vasquez found out she'd been placed at SDWP for job shadow day during her senior year, she wasn't sure what to expect.

It is thanks to that experience, however, that Alicia learned about C2C. "When I first signed up for C2C, I didn't really know what the possibilities were," Alicia says.

Alicia completed two externships during her winter and spring breaks. The first was with the San Diego Housing Commission. The second brought her back to SDWP. "They were really good jobs," she says. "Exciting, professional jobs you can build on."

And that is exactly what Alicia did — instantly applying to be a peer job coach.

Her newly gained experience helped Alicia land the position — a huge milestone for someone who had been looking for work since she turned 16 two years before. "I couldn't get a job because I didn't have experience, but I can't get experience because no one would give me a job, so it was this never-ending cycle," she says. "It was horrible."

Relatability is key when it comes to helping other young adults like her find jobs. "It's relaxing and comforting to talk to someone who is similar to you," says Alicia. "I noticed what worked so well is that I am in a similar situation now."

Toward the end of the summer Alicia was hired as an outreach ambassador for City College, where she now works while also going to school full-time.



She's still exploring majors, but wants to minor in business in hopes of one day starting her own, possibly a nonprofit. "Working at SDWP showed me how much I love to help people."

Alicia believes getting the word out about C2C is tremendously important and has become one of the program's biggest advocates; she points every young adult she meets to the C2C portal. "There's no catch," says Alicia. "Just dedicate your time. I just wish people knew how helpful C2C was. C2C has been an invaluable opportunity for myself. I can honestly say it changed my life."

CREATING ROADS TO OPPORTUNITY

Every individual we serve has unique skills, interests, abilities, aspirations and life experiences.

Workforce development programs must tailor programs to individual needs.

We are focused on designing specialized and innovative employment programs that bring the right support systems and resources to help the most vulnerable in our communities achieve success, self-sufficiency and career growth.

For example, an individual with a disability or lived experience of mental health challenges may be served best with personalized one-on-one counseling, while an individual involved with the justice system may require supportive services alongside job readiness to get ahead.

[Reentry Works San Diego](#) provides those incarcerated at the East Mesa and Las Colinas reentry facilities a second chance through comprehensive career center services pre- and post-release. The goal is to link people to employment activities, reduce recidivism and increase public safety. The program brings together County of San Diego Sheriff and Probation departments with our workforce services to ensure participants successfully reintegrate into the community.

Foster youth also often have significant difficulties finding and keeping jobs, getting an education and learning the skills necessary to live independently. We fund foster care programs for in-school and out-of-school young adults, such as the [San Pasqual Academy](#) and the [Independent Living Skills / WIOA collaboration](#) with [San Diego County Health and Human Services](#). In 2015–2016, we invested over **\$982,500** in serving **251** foster youth.

REENTRY WORKS SAN DIEGO IS CRITICAL



62.3 % OF 6,801 RELEASED INDIVIDUALS ARE RE-INCARCERATED IN SAN DIEGO COUNTY.⁴



1,000 INMATES WILL BE SERVED (PROGRAM GOAL)

⁴California Department of Corrections and Rehabilitation, 2014 Outcome Evaluation Report, cdcr.ca.gov/adult_research_branch/Research_Documents/2014_Outcome_Evaluation_Report_7-6-2015.pdf, (July 2015).



FROM TREATMENT TO LEAD COOK

When Mark Bradley first heard about Breaking Barriers (BBS) he was doing his best to get back on his feet.

Mark was out of work and receiving substance abuse services treatment from Mental Health Systems' San Diego Center for Change, funded through the [County of San Diego Behavioral Health Services](#). That's where he met a representative from South County Career Center — part of the America's Job Center of California network — who came to a meeting to present on BBS. Though Mark had a lot of questions, he decided to enroll.

Supported employment programs like BBS use a rapid job search and placement approach to help people get a job. Within a week of working with the career center to improve his résumé, search for jobs and connect with employers, Mark was hired. "We all need a little support in our lives," says Mark. "I'm a believer that if you're doing something to help yourself, then it's OK to get a little help."

In April, Mark began working as a dishwasher at [Coop's West Texas BBQ](#) in Lemon Grove. On his first day, his employer recognized his potential, instantly moving him to food prep and then over to their sister restaurant, [Da Chicken Coop](#). Mark loves his work and takes great pride in the restaurant, treating the place as his own. His attitude, commitment and work ethic quickly moved him up to lead cook, a position he currently holds. "You've got to have determination and commitment," he says. "I had all that; I just had a lapse in jobs."

Mark says he used to have low self-esteem and felt like no one wanted to hire him. Now, "things



are very different," he says. "I have a car and was actually able to not have a breakdown thinking I couldn't get a job. The job center was a big part of my success and turning my life around. It feels great to be working and know that I'm a part of something bigger than myself."

Mark hopes to one day pay it forward by helping others in similar situations. "I see myself maybe owning my own business and being able to hire people that may have made some bad decisions and are willing to change," says Mark. "This company took a chance with me, and here I am — I'm one of their best employees. There's more people out there like me. I eventually want to give the same opportunity to people that I got."

BBS serves individuals with physical or mental disabilities, including those with history of substance use. The goal is to provide flexible, continuous support to maintain employment even after participants have been placed in the job. Service providers maintain small caseloads and bring services directly to clients.

8 in 10

Persons with a disability not in the labor force in 2015, compared with 3 in 10 of those with no disability.⁵

50%

How much less the median household income is for an individual with a work-limiting disability versus an individual without one.⁶

⁵Bureau of Labor Statistics, Persons with a Disability: Labor Force Characteristics Summary — 2015, [bls.gov/news.release/disabl.nr0.htm](https://www.bls.gov/news.release/disabl.nr0.htm) (June 2016).

⁶Cornell University Disability Statistics, disabilitystatistics.org.

CLOSING THE GAP BETWEEN NOW AND OUR FUTURE

We define the skills gap as the difference between the technical and essential skills employers need, and those found in the local job market.

The skills gap is a result of an awareness gap. At the core of identifying this gap and developing an action plan is research. To close the awareness gap, we study labor market information, then share what we learn with workforce professionals, elected officials, community colleges, job seekers, students and other key stakeholders, so that all San Diego County residents and communities can be aware of which jobs are growing, and prepare for and access those jobs.

We put the information in the hands of the public through presentations, posters and our Workforce Conference. In late 2015, our [second annual conference](#) brought together 500 people to do just that.

3,000+

We distributed 3,000+ [Priority Sector and Essential Skills](#) posters throughout our region's school districts, with support from the City of San Diego, County of San Diego, [Jerome's Furniture and Manpower Staffing/San Diego](#). The posters highlight career pathways within each sector, helping people understand what the jobs are, what they pay and the career path to get there.



RESEARCH



RELEASED 3 STUDIES:

1. *Workforce Needs of Small Businesses in San Diego*
2. *San Diego's Middle-Skill Jobs: Gaps and Opportunities*
3. *Priority Sectors: Workforce Initiatives in San Diego County*

These reports inform the workforce community of what it takes to close the skills gap.

COMMON CHALLENGES OF THE WORKFORCE DEVELOPMENT SYSTEM:

- *Ensure programs meet employers' real-time needs*
- *Develop programs that result in professional licensures*
- *Integrate work experience requirements in education and training*
- *Improve essential, aka "soft", skills*
- *Foster STEM education in K-12*



We also use the research to address another prong of the skills gap, education. We use our findings to allocate funding to existing training and education programs and compete for new funding geared toward specific skills, industries or participant populations.

One example, launched this year, is [Contracted Education](#), where we connect directly with higher education institutions to fund training programs that are in demand by employers and result in industry-recognized credentials.

Programs like the [Introductory Life Sciences Experience](#) and Life Sciences Summer Institute expose young adults to careers and paid work experience in the life sciences.

We cannot tackle the skills gap on our own. In order to get the broadest reach, we partner with our region's school districts, community-based organizations and forward-thinking employers like Qualcomm, Salk Institute, The Scripps Research Institute and SeaWorld.



HELPING BUSINESSES STAY COMPETITIVE

Businesses are growing — developing new products and services at a fast pace.

With this growth comes new demands on current and future workers. Hundreds of businesses work with us each year to reduce the cost of training and hiring candidates, leading to more profitable and productive businesses in San Diego County.

We continually survey businesses to define what they need and develop customized programs that create opportunity for workers to upskill on the

job. One example is [Customized Training](#), which reimburses employers up to 50 percent of the training costs associated with training new hires or existing employees.

After finding 95% of San Diego employers are small businesses (fewer than 50 employees), we launched a pilot [HR Hotline](#) to help small businesses navigate changing employment laws, minimum wage, overtime rules and other employment-related challenges, helping San Diego County entrepreneurs and small business owners focus on building their businesses and creating jobs.

BUSINESS SERVICES OUTCOMES

We avert layoffs by providing at-risk companies with business process improvement support (e.g., management consulting, financial planning).



235 jobs saved



104 new jobs created



\$200K invested in business process improvement projects for 20 businesses

After layoffs occur, we provide information about resources that will help workers deal with the effects and get back to work as quickly as possible.



**25 businesses served
4,445 laid-off workers supported**

We help offset the cost of hiring and training new employees through unique employer services: [On-the-Job Training](#), [Customized Training](#) and [Expanded Subsidized Employment \(ESE\)](#).



**189 employers were reimbursed
\$2.4M in wages**

USING LEAN PRINCIPLES TO PREVENT LAYOFFS

Established in 1980 in a small garage woodshop, Spooner's Woodworks has grown to be a premiere architectural woodwork firm serving all commercial markets, with a focus on tenant improvements, primary/secondary education, military, public works, medical and hospitality sectors.

It has grown so much that a year ago it moved to a 60,000 square-foot facility in Poway, 39,000 of which are for manufacturing. It employs 94 total staff and worked on 375 projects last year.

However, in order for Spooner's Woodworks to stay competitive, it needed to streamline some processes.

That is where SDWP came in. We fund business process improvement projects as a part of our [Employee Retention Program](#) through [California Manufacturing Technology Consulting \(CMTC\)](#).

CMTC assessed Spooner's needs and conducted a four-month Lean⁷ implementation and training program with leadership and staff who voted on four major projects to focus on during the training.

As a result, staff and leadership now have a better understanding of the opportunities to optimize the setup of the shop, and have each earned a



White Belt Certificate in Lean Six Sigma. Since completing the project and training, Spooner's is now projecting:

20% drop in material handling time

10-12% savings in material

15% increase in machine efficiency and run times

Spooner's commitment to constant improvement — with help SDWP and CMTC — helps it stay competitive and cutting-edge, helping regional employees keep their jobs.

⁷ According to CMTC, Lean manufacturing removes and/or minimizes work activity from the manufacturing process that does not provide value, streamlining all company processes from the front office, to production, to the way products are distributed. A key element of Lean is the concept of continuous improvement, which recognizes that deploying Lean is never complete. In the world of manufacturing, Lean addresses nine areas of waste: motion, inventory, waiting time, transportation, information, quality, overproduction, processing and creativity.

SAN DIEGO WORKFORCE PARTNERSHIP METRO CAREER CENTER

“I used to be so stressed about school clothes and food banks. I can now pay the bills and do regular grocery shopping again.”

— ESE participant Chante Yuban Brookins



SUCCESSSES



4,255

Young adults served



20,356

Adults served

Increase in people served
from last year:

20% or
+4,157



4,057

Verified job
placements



Completed
training/
upskilled



159,018

Visits to America's Job Center
of California locations
in San Diego County



4,445

Workers affected by layoffs
served by SDWP



\$2.4M

Employer wage
reimbursement

\$2.3M

Cost savings for businesses with
Employee Retention Program and
Business Process Improvement

\$3M

New grant funding
brought into the region



8.1M

Total social media impressions

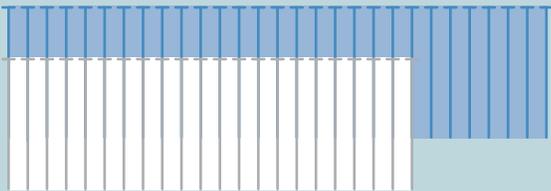


3,000

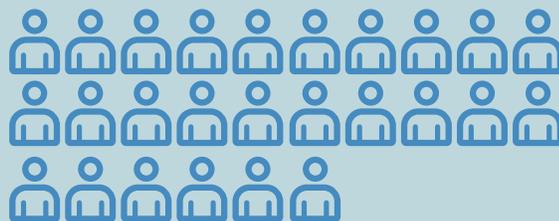
Cups of coffee consumed
writing 3 labor market reports

22 to 29

Funding sources in FY15 vs FY16



26 # of funded partners



SAN DIEGO
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Acknowledgments

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SDWP provides equal opportunity in its programs, services and employment. Auxiliary aids and services for individuals with disabilities are available upon request.

